



# The Academy **GE** FELLOWS PROGRAM

# 2023

For Administrative, Finance, Nurse, & Physician Executives

The Academy

## Developing Next Generation Health System Executives

The Academy GE Fellows Program develops essential healthcare knowledge, leadership skills, and business acumen in high-potential executives of the United States' largest health systems.

The program, focused on senior leaders one-to-three positions away from the C-suite, prepares graduates to lead through collaboration, drive innovation, and practice adaptive and predictive thinking.

With nationally-recognized current and retired health system executives serving as instructors, participants receive one-on-one mentorship and real-world learning opportunities.

Upon graduation, Fellows are equipped with the context and perspective necessary to lead nationally-competitive health systems.

65+ Health systems have nominated a Fellow

200+ Member Alumni Network

85% of graduates have been promoted



*"When speaking to our future leaders, I tell them The Academy GE Fellows Program is a 'one-stop-shop.' Normally, for career advancement, mentorship, content, networking, experience, and exposure to new ways of thinking are required. Ordinarily, one would have to accomplish this through several different programs and cobble them together. With The Academy GE Fellows Program, all the pieces are in one neat package."*

**Rod Hochman, M.D., President & CEO  
Providence**

### Participant Benefits

- Build a nationwide network of peers
- Collaborate on strategic challenges and opportunities
- Enhance healthcare, leadership, and business competencies
- Engage with a national group of current and retired C-suite executives
- Receive meaningful professional development and mentoring

### Organizational Benefits

- Tangible commitment to high-potential leaders for retention strategy and succession planning
- Develop mentors and build leadership depth within the organization
- Equip future executives with the national perspective and knowledge to lead next-generation health systems

# Fellows 2023 Program Map

## Maximizing your Leadership Capacity



*"When I started in my new role, I was concerned about quickly building a new professional network. The Academy Fellows Program gave me an instant network of colleagues and to this day, we are still the best of friends. From that perspective alone, you cannot underestimate the value of the program."*

**Ena Williams, Yale New Haven Hospital**



# Curriculum & Faculty

## Curriculum Topics



## Executives-in-Residence & Consulting Faculty

The Academy's Executives-in-Residence are recently retired health system executives with extensive industry knowledge and expertise.

Executives-in-Residence:

- Refine and co-develop curriculum
- Provide one-on-one executive coaching and mentorship
- Facilitate in-person sessions and discussions
- Advise Fellows through Action Project execution

A comprehensive list of all executive-in-residence can be found on pages [12 & 13](#).

## Action Projects

During the two-year program, each Fellow works with their health system mentor and CEO to identify and lead a system-level change management project.

### Fast Facts

- Contribute to the health system's corporate strategic aims
- Frequently improve system-level financial, operational, and strategic outcomes
- Commonly serve as pilot programs before system-wide expansion
- Stretch Fellows to design, implement, and evaluate an initiative outside of their primary responsibilities

To view sample action projects, click [here](#).



**Janice Nevin, M.D., CEO,  
Christiana Care  
Physician Fellow '06**

*"The opportunity to develop a project that paralleled my work responsibilities was critical. The Action Project provides Fellows with hands-on experience that directly applies our program learnings. As Fellows identify and implement their projects, resources from The Academy expand the learning potential enormously."*

# Admission & Application

## Candidate Profile

- A current leader with system-level responsibilities
- One-to-three steps away from corporate level c-suite and identified by the succession plan for one or more corporate executive positions
- Committed to leadership development with a successful executive track record
- Motivated for continued education and growth

Since the corporate pathway can vary among health systems, the above criteria should be considered guidelines.

## Admission Requirements

- Nomination by health system CXO with sponsored support by health system CEO
- Application completed by applicant and nominating executive
- Selection by Advisory Committees. Committee members can be found on page [14 & 15](#).

## Tuition & Application

- The nomination process is guided by the candidate's Mentor, the System CXO. The Mentor organizes the application process, including the recommendation by the CEO.
- All applications are due December 1, 2022.
- To receive application instructions, please email [leadershipdevelopment@hmacademy.com](mailto:leadershipdevelopment@hmacademy.com).
- There is a program cost of \$13,500 for each of the two years.

### Application Timeline

	2022				2023				
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
The Academy Official Call for Nominations									
Complete application components & submit materials									
Application deadline									
Selection Committees name participants									
Program start & orientation									
In-person meetings start									

# Application Checklist

## Completed Applications Include

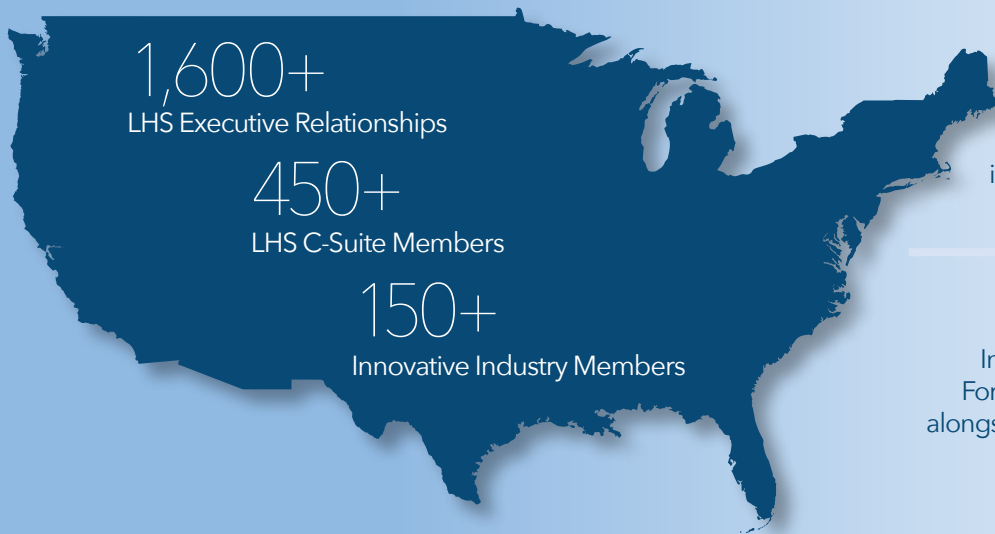
- ✓ Online application form
- ✓ Statement of nomination from sponsoring health system executive
- ✓ CEO letter of recommendation
- ✓ Resume and, if applicable, CV



**The Academy team is happy to answer any questions about the application process.  
Feel free to send us an email at [LeadershipDevelopment@hmacademy.com](mailto:LeadershipDevelopment@hmacademy.com) with your questions.  
We're also happy to schedule a call with you.**

## We Power Our Community to Drive Health Forward

### Leading Health Systems by the Numbers



#### Leading Health Systems

The approximately 150 innovative integrated delivery systems with over \$2B in total operating revenue

#### Industry Partners

Industry innovators, from early stage to Fortune 50 organizations, that are working alongside health systems to drive health forward

### How We Serve Our Members



Convene exceptional peer groups that facilitate meaningful relationships and knowledge exchange



Create world-class leadership development programs designed to prepare next generation healthcare leaders



Produce original research leveraging member insights on healthcare's greatest challenges and opportunities



Deliver innovation surveillance and strategic roadmaps to help health systems navigate strategic transformation



Facilitate novel member alliances to address critical industry issues that demand collective action

# Sample Action Project



**Lamont Yoder**

*CEO, Banner Gateway Medical Center*

Banner Health



Lamont Yoder is a seasoned executive who has potential for significant advancement and contribution.

Since his recruitment into Banner Health, he has held positions of progressive responsibility and now serves as CEO for two major campuses, including three hospitals, one of which is a specialty heart hospital, and a major cancer center affiliated with the University of Texas MD Anderson Cancer Center. Lamont is recognized for his strategic thinking, collaboration skills, interpersonal warmth, and thoughtful and reasoned approaches to difficult situations. He is a role model for Banner values, such as focus on the customer and earning trust. Lamont is consistently called upon to lead or serve on Banner system initiatives and projects. He is equally sought after to serve on boards of professional and community organizations. Others frequently wonder how he accomplishes all of this, and with an active, growing family and many personal interests. We are blessed to have Lamont in a key leadership position and look forward to supporting his continued growth and capabilities as he expands his footprint on, influence in, and valued contributions to the Banner Health enterprise. ”

– Becky Kuhn

## Winning the Consumer

### Opportunity

In response to the imperative for healthcare transformation focused on value and sustainability, Banner Health launched a transformational journey with a new mission, values and purpose followed by five specific incubators of innovation. One of the five incubators, this project of the Winning the Consumer Imaginarium created a design laboratory where innovations produce healthcare solutions to solve consumer demands of ease-of-use, a superior experience, digital solutions, accessibility, warmth and affordability.

### Methods

The specific design process used began with understanding the root cause of consumers' pain points and moved through ideation, prototyping and build followed by testing and implementing change. The rapid design process helps to understand consumer needs, has a strong bias to action, is delivered by interdisciplinary teams, uses data and metrics to drive continuous improvement, is customer and experience centric and rapidly builds, tests and iterates.

### Results

During the implementation testing of the project's output using a chat bot to transform the ED wait time experience, the Emergency Department's Net Promoter Score realized a 41% increase. The project's impact on culture and customer obsession to win consumers also contributed to the hospital's 10.8% growth in contribution margin year over year from 2017 to 2018. A measurement for impact on culture, the hospital's employee percent of active engagement scores increased year over year by six percent from the baseline of 52% to the 2018 survey of 55%, which is top quartile performance benchmarking nationally.

Six hallmarks were used to define industry leaders in consumer experiences, showing structure and progress in each hallmark as a result of Banner Health's Imagine Journey. Banner has clearly defined the desire to have its sense of destiny and purpose focus on the core value of being customer obsessed and delivering on the aspirational purpose of taking healthcare from complex to easy, from costly to affordable and from unpredictable to reliable. Banner Health has moved from imagining this aspirational future to designing rapidly and implementing the new consumer driven model of health care.



**Becky Kuhn**  
COO  
Banner Health



**Peter S. Fine**  
President & CEO  
Banner Health



# Action Project Outcomes

## Action Projects: Yale New Haven Health

### Topics

Yale New Haven Health Fellows have focused on strategic initiatives that impacted:

#### Patient Experience

- Creation of a Patient and Family advisory council; Formation of a Strategic Pricing Committee

#### Mergers & Acquisitions

- Integration of Hospital of Saint Raphael (HSR) into YNHH
- Optimization of nurse float pool in response to HSR merger

#### Workforce Strategies

- Creation of a new baccalaureate nursing program with the University of Bridgeport

#### Care Redesign

- Creation of system-wide infrastructure for initiating value-added clinical changes

### Outcomes

#### Financial Savings

- 2013 Savings: \$1.9 mil  
2014 Savings: \$23.8 mil  
2015 Savings: \$33.4 mil (First Quarter)
- Combined decrease of 4.9% in cost per case
- Cost savings exceeded targets by \$11.8 million in 2013/2014

#### Strategic Transformation

- Improved billing practices & transparency
- Over 74 clinical redesign initiatives across the system
- Steady stream of BSN nurses to meet 80% BSN requirement by 2020

#### Operational Efficiencies

- New patient bill design & price estimation tools
- Reduction of pool vacancies from 40% to 12%; Higher retention rates for graduate nurse cohorts
- Two new inpatient units opened at HSR; consolidation of 4 clinical services

### Fellows

#### Admin Fellow '15



**Thomas Balcezak, M.D.**  
SVP & CMO

#### Nurse Fellow '16



**MaryEllen Kosturko, R.N.**  
SVP, Patient Care Operations  
Bridgeport CNO

#### Finance Fellow '16



**Patrick McCabe**  
SVP, Finance

#### Finance Fellow '14



**Vincent Tammaro**  
EVP & CFO

#### Nurse Fellow '15



**Ena Williams, R.N.**  
SVP & CNO

# Core Curriculum Topics

## Executive Leadership Strategies

- Styles & Strengths
- Theories & Applications
- Vision & Execution
- Power & Influence
- Future Leadership

## Enhancing Social & Emotional Intelligence

- Understanding Self
- Social & Emotional Intelligence
- Neuroscience x Leadership

## Leading Change & Negotiations

- Conditions for Change
- Leading Self
- Implementing Change
- Managing Teams

## Health Policy, Advocacy & Ethics

- Priorities & Agenda-Setting
- Role of Health System Executives
- Current Policy Climate
- Advocacy Strategies

## Diversity & Inclusion

- Imperative of Diversity
- Operationalizing Diversity
- Workforce Strategies
- Health Equity

## Transforming the Continuum of Care

- Transformative Forces in Healthcare
- Implementing New Delivery Models
- Care Delivery Case Studies

## Driving Innovation & Managing Risk

- Qualities of Innovators
- Assessing Risk
- Lessons from Other Industries
- Population Health Innovations

## Health Services Finance

- Financial Management in Healthcare
- Cost Containment
- Addressing Scale
- Cost Pressures: Pharmaceuticals

## Action Research Project

- Aligning Strategy
- Proposing Change
- Stakeholder Engagement
- Reporting Processes & Results

# Elective Curriculum Topics

## Advancing System Synergies & Alignment

- Synergistic Vision
- Organizational Alignment
- Integrating Services
- Physician Alignment Models

## Developing the Future Workforce

- Investing in the Current Workforce
- Retaining an Engaged Workforce
- Attracting the Future Workforce

## The Patient Experience

- Patient Engagement
- Patient Experience
- Patient Education

## Marketing, Branding, & Community Relations

- Community Relations & Responsibility
- Understanding Philanthropy
- Branding & Marketing

## Clinical Informatics & Decision Support

- Trends in Evidence-Based Medicine
- Big Data Revolution & Health IT
- Applications for Population Health
- Future Applications

## Reinforcing Reliability & Value

- Qualities of High Reliability Organizations
- Reliability, Accountability & Value
- Patient Safety
- Crisis Management

## Consumerism

- Behavioral Economics
- Patient x Consumer x Customer
- Understanding the Healthcare Consumer
- Applications of Consumerism in Healthcare

## Sample Seminar

### CMO Issues Forum - Controlling Costs and Creating Value

Declining margins have required health systems to prioritize significant cost restructuring, while simultaneously incorporating new sources of revenue through investment and shared services. From the perspective of a clinical executive, care standardization is an essential initiative that improves quality and reduces costs. At the Spring 2019 CMO Forum, Dr. Jonathan Gottlieb discussed IU Health's approach to cost reduction through population health management strategies and clinical effectiveness.

**Jonathan Gottlieb, M.D., Former EVP and Chief Medical Executive, IU Health**

## Executives-in-Residence



**Rick Afable, M.D.**  
Former CEO  
St. Joseph Hoag Health



**Lynne Eickholt**  
Former CSO  
Partners HealthCare



**Michael Guthrie, M.D.**  
EIR, University of Colorado – Denver  
Campus School of Business, Program  
in Health Administration



**Tammy Brailsford, R.N.**  
Former EVP & COO  
MemorialCare Health System



**Joan Evans**  
Former Chief Learning Officer, Vice  
President, Organizational  
Performance and Effectiveness/ Chief  
of Staff  
Cone Health



**Jeff Jones**  
Former CFO  
Cone Health



**Deb Burton**  
Former SVP, CNO  
Providence Health



**Sue Fitzsimons, R.N., Ph.D.**  
Former SVP, Patient Services & CNO  
Yale New Haven Health



**Mark Koch**  
Former CAO  
Mayo Clinic



**Michael L. Butler**  
Former President,  
Operations & Services  
Providence



**Jim Fox**  
Former SVP & CFO  
Fairview Health Services



**Alka Kohli**  
Former CMO  
Virtua Health



**Susan Campbell, D.N.P., R.N.**  
Former CNO  
Jefferson Health



**Annabaker Garber, R.N., Ph.D.**  
Former VP, CNIO  
HCA Healthcare



**Cathy Koppelman, R.N.**  
Former CNO & System Patient  
Experience Officer  
University Hospitals



**Naomi Cramer**  
Former CHRO  
Banner Health



**Greg Gombar**  
Former EVP & CFO  
Carolinas Healthcare System



**John Koster, M.D.**  
Former President & CEO  
Providence Health & Services



**Mark Dixon**  
Former Regional President  
Fairview Health Services



**Jonathan Gottlieb, M.D.**  
Former CMO  
IU Health



**Becky Kuhn**  
Former COO  
Banner Health



**Phyllis Lantos**  
Former CFO  
NewYork-Presbyterian



**Ann Pumpian**  
Former SVP & CFO  
Sharp HealthCare



**Peter Markell**  
Former CFO  
Mass General Brigham



**James Roskelly**  
Former EVP, Strategic Development  
Cone Health



**Keith Marton, M.D.**  
Former SVP, CMO, & Chief Quality  
Officer,  
Providence Health & Services



**Lee Sacks, M.D.**  
Former EVP & CMO  
Advocate Aurora Health



**Patrick McCabe**  
Former SVP Finance  
Yale New Haven Health



**Michael Shabot**  
Former CCO  
Memorial Hermann Health System



**Mary Ann Osborn**  
Former Chief Nursing Executive  
UnityPoint Health



**Rishi Sikka, M.D.**  
Former President, System Enterprises  
Sutter Health



**Anne Pendo, M.D.**  
Senior Medical Director, Provider  
Experience & Wellbeing  
Intermountain Healthcare



**Seth Wolk, M.D.**  
Former CMO  
Spectrum Health



**Marlon Priest, M.D.**  
CCO  
Cone Health



**Craig Wright, M.D.**  
Former SVP & Physician Executive  
Providence Health & Services



## Administrative Fellows Advisory Committee



**Russell F. Cox**  
President & CEO  
Norton Healthcare  
*Committee Chair*



**John Matsinger, Jr.**  
EVP & COO  
Virtua Health



**Robert K. Wolterman**  
CEO, Ochsner Medical Center  
Ochsner Health System



**Rob Allen**  
SVP & COO  
Intermountain Healthcare



**Peter J. McCanna**  
CEO  
Baylor, Scott & White



**Jeff Smith, M.D.**  
Executive VP, Hospital  
Operations & COO  
Cedars-Sinai



**Sharon Kurfuerst, Ed.D.,  
OTR/L, FACHE**  
System COO; President  
ChristianaCare Union Hospital



**Clay Holderman**  
President & CEO  
UnityPoint Health

## Finance Fellows Advisory Committee



**Dennis E. Dahlen**  
CFO  
Mayo Clinic  
*Committee Chair*



**Linda Hoff**  
CFO  
Stanford Health



**Anna Loomis**  
CFO  
Legacy Health



**Clay Ashdown**  
VP, Financial Strategy, Growth, &  
Development  
Intermountain Healthcare



**Greg Hoffman**  
CFO  
Providence



**John Orsini**  
SVP & CFO  
Northwestern Memorial HealthCare



**Don Halliwill**  
CFO  
Carilion Clinic



**David Okabe**  
EVP, CFO & Treasurer  
Hawai'i Pacific Health

## Nurse Executive Fellows Advisory Committee



**Mary Ann Fuchs, D.N.P., R.N.**  
VP, Patient Care & System CNE  
Duke University Health System  
*Committee Chair*



**Marilyn Dubree, M.S.N., R.N.**  
Executive CNO  
Vanderbilt University Medical Center



**Tracey Moffatt, M.H.A. R.N.**  
CNO & VP, Quality  
Ochsner Health System



**Theresa Brodrick, Ph.D., R.N.**  
EVP & System Chief Nursing Executive  
Hackensack Meridian Health



**Mary Beth Kingston, R.N., M.S.N.**  
EVP & CNO  
Aurora Health Care



**Ena Williams, R.N.**  
SVP & CNO  
Yale New Haven Health



**Karen K. Davis, Ph.D., R.N.**  
AVP & CNE  
University of Rochester Medical Center



**Genemarie McGee, R.N., M.S.**  
Corporate VP & System CNO  
Sentara Healthcare

## Physician Executive Fellows Advisory Committee



**Tom Balcezak, M.D.**  
SVP & CMO  
Yale New Haven Health  
*Committee Chair*



**Robert Hart, M.D.**  
EVP & CMO  
Ochsner Health System



**Jason Mitchell, M.D.**  
SVP, Chief Medical and Clinical  
Transformation Officer  
Presbyterian Healthcare Services



**Marjie Bessel, M.D.**  
CCO  
Banner Health



**Steve Hester, M.D.**  
SVP & CMO  
Norton Healthcare



**Ken Silverstein, M.D., MBA**  
Chief Physician Executive,  
ChristianaCare



**Mary Jo Cagle, M.D.**  
CEO  
Cone Health



**Justin F. Klamerus, M.D.**  
EVP & CMO  
McLaren Health Care



**JP Valin, M.D.**  
EVP & Chief Clinical Officer  
SCL Health

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